

24 Jun 03

MEMORANDUM

From: Commanding Officer, Navy Drug Screening Laboratory, Jacksonville, FL
To: Navy Drug Screening Laboratory Staff

Subj: COMMAND PHILOSOPHY

1. We at the Navy Drug Screening Laboratory Jacksonville have a proud tradition of leadership in forensic drug testing, providing timely accurate results to commands throughout the Department of the Navy. The Navy Drug Screening Laboratory Jacksonville has assisted Navy and Marine Corps units in maintaining a high level of readiness and safety through drug deterrence.
2. Quality, above all else, is our guiding principle. The sailors and soldiers are relying on an error-free drug testing system as their career and personal reputation can be permanently damaged by inaccurate results from this laboratory. These men and women are willing to risk their lives on a daily basis so that we may enjoy the comforts and opportunities we cherish so dearly. It is not asking too much to show them the same consideration by treating every urine specimen with the respect and attention to detail that each deserves.
3. My command philosophy is based on the following precepts:
 - Communication. Take the time to listen and understand what others are trying to say. If you spend more time trying to understand others, there is less of a chance you will be misunderstood. I firmly believe in the chain-of-command and that it should be used for the dissemination of information, both up and down the line. This Command **WILL** have open lines of communication between shifts and across departments.
 - The Golden Rule. If you wish to receive respect, you must first show respect; respect to those you supervise, those who supervise you and to those co-workers who sit beside you everyday. This Command **WILL NOT** tolerate abuse of any kind by any individual, and it is up to every person in this laboratory to ensure each other's well being.
 - Teamwork. Every individual is an important member of NDSL JAX. Remember, good times shared are twice as good and hard times shared are half as bad. No one person can accession, screen, confirm and report a result; we must all work together to achieve the command mission of flawless testing results. This Command **WILL** demonstrate teamwork between shifts and across departments.
4. Everyone makes mistakes. We accept that fact and have placed redundancies in every system and procedure within the laboratory. What I **WILL NOT** accept is an individual knowingly covering up a mistake, rather than making the effort and taking the time to correct the error appropriately.
5. I follow these ideals, not only professionally but also personally. I am honored and proud to serve as your Commanding Officer.

R. A. GUSTAFSON